

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 16 September 1998, immediately following the Closed Session,
in Room GM 407-1, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, *Chairman*, Dr. Steven Appelbaum, Dr. Tannis Arbuckle-Maag, Dr. William Byers, Dr. June Chaikelson, Mrs. Marianne Donaldson, Dr. Leonard Ellen, Dr. Terrill Fancott, Mr. Mauro Franco, Mr. Leo Goldfarb, Mr. George Hanna, Mr. Peter Howlett, Mr. Paul Ivanier, Mr. Ronald Lawless, Ms. Christine Lengvari, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Sister Eileen McIlwaine, Ph.D., Mr. Donald W. McNaughton, Ms. Susan O'Connell, Mr. Chris Palin, Mr. Benoit Pelland, Mr. Richard Renaud, Mrs. Miriam Roland, Dr. Elizabeth Saccá, Mr. David Smaller, Mrs. Lillian Vineberg, *Vice-Chairwoman*, Mrs. Susan Woods

Officers of the University: Prof. Marcel Danis, Mr. Charles Emond, Mr. Larry English, Dr. Jack Lightstone

Observer: Me Pierre Frégeau

Absent: Dr. Francesco Bellini, Mr. Alain Benedetti, Mr. Ronald Corey, Mr. Collin Dennis, Mrs. Hazel Mah, Mr. Jacques Ménard, *Vice-Chairman*, Mr. Eric Molson, *Chancellor*, Mr. Brian Neysmith, Mr. John Parisella, Mr. Robert Simioni, Mr. Brian Steck, Mr. Jonathan Wener

Guest: Mr. William M. Curran, *Director of University Libraries*

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-98-6-D43	Proposed membership of the Advisory Search Committee for a Dean of the Faculty of Fine Arts
BG-98-6-D44	Request for approval of the candidate profile for a Provost and Vice-Rector, Research
BG-98-6-D45	Proposed membership of the Standing Committees for 1998-99
BG-98-6-D46	Request for approval of a Bond Issue
BG-98-6-D47	Schedule 3, <i>Ordre des architectes du Québec</i>
BG-98-6-D48	Capital Campaign Report

1. Call to Order

The Open Session was called to order at 8:25 a.m.

1.1 Chairman's remarks

The Chairman welcomed everyone to the meeting. He announced that, during Closed Session, an ad hoc committee was established to consider a request from the Concordia University Part-Time Faculty Union for representation on advisory search committees.

1.2 Approval of the Agenda

The Agenda was approved with the addition, under Business Arising from the Minutes, of ratification of the new members named to the Advisory Search Committee for Provost and Vice-Rector, Research.

1.3 Approval of the Minutes of the Open Session of the previous meeting (17 June 1998)

The Chairman pointed out that the Minutes should show Dr. William Byers as “present”.

Upon motion duly moved and seconded (McIlwaine, Renaud), it was unanimously RESOLVED:

R98-51 *THAT the Minutes of the Open Session of the previous regular meeting of the Board, held on 17 June 1998, be approved as corrected.*

2. Business arising from the Minutes

2.1 Presentation of the Director of University Libraries, Mr. William Michael Curran

The Chairman welcomed Mr. William Curran, Director of University Libraries. Mr. Curran addressed the Board. Mr. Curran said that, during the four months since his arrival, he had found the Concordia community hospitable and was impressed by the quality of our academic programs. He spoke about the remarkable improvements new technologies offered to library users. The obligation of libraries’ administrators, he said, was to train users to access the wealth of international collections, but also to enable them to evaluate available information. Mr. Curran noted that it had become important to extend standards of quality to non-print media and collections.

Mr. Groome thanked Mr. Curran for his remarks.

2.2 Ratification of new members of the Advisory Search Committee for a Provost and Vice-Rector, Research

Upon motion duly moved and seconded (McNaughton, Lowy), it was unanimously RESOLVED:

R98-52 *THAT Prof. Claire Cupples, a member of the Faculty of Arts and Science, Ms. Judith Grad, a graduate student, and Ms. Aliya Haer, an undergraduate student, be ratified as members of the Advisory Search Committee for a Provost and Vice-Rector, Research.*

3. Business arising from the Minutes

3.1 Report on the Special Meeting of the Board (9 September 1998)

Mr. Groome reported that the Board of Governors met in Closed Session on September 9th, on the Loyola Campus, to hear and discuss thoroughly the administration’s proposals regarding a long-term University space plan. On behalf of the Rector’s Cabinet, Mr. Garry Milton had presented a report and a recommendation. Several questions were raised and discussed, and the meeting wrapped up with a short tour of

renovations in the Loyola Administration Building. The Chairman said attendance was excellent and a range of views was heard.

Mr. Groome explained that a motion recommending approval in principle of a development plan for Concordia would likely be proposed to the Board at its meeting of 21 October, with distinct components of the plan requiring more specific approval being presented on a case-by-case basis. He said he had been informed that two open meetings, one on each campus, would be hosted by the Rector to inform the Concordia community about the proposed space plan.

4. Election of members to an Advisory Search Committee for a Dean of the Faculty of Fine Arts

Upon motion duly moved and seconded (Lowy, Vineberg), it was unanimously RESOLVED:

R98-53 *WHEREAS, in accordance with the Rules and Procedures for Advisory Search Committees approved by the Board of Governors on 16 March 1994, the composition of the Advisory Search Committee for a Dean of the Faculty of Fine Arts was established on 15 April 1998;*

BE IT RESOLVED

THAT the following persons be elected as members of the Advisory Search Committee for the position of Dean of the Faculty of Fine Arts:

Dr. Jack Lightstone, Provost and Vice-Rector, Research, as Chair;

Mrs. Miriam Roland, a representative of the community-at-large, and Dr. Tannis Arbuckle-Maag, a faculty member, both members of the Board of Governors recommended by the Executive Committee of the Board;

Prof. Barbara Layne (Graduate Studio Arts); Prof. Eric Mongerson (Theatre); and Prof. Leland Peterson (Creative Art Therapy); nominated by the full-time faculty members of the Faculty; and Prof. Karl Raudsepp, nominated by the part-time faculty members of the Faculty;

Vice-Rector, Services, Charles Emond, a representative of the senior management, recommended by the Executive Committee of the Board;

Ms. Chantal Saylor, a graduate student, both of the Faculty of Fine Arts, nominated by their respective student associations; and

Mr. Zav Levinson, a member of the administrative and support staff from one of the units reporting to the Dean of the Faculty of Fine Arts, nominated in conformity with the Electoral College policy;

THAT, once the Advisory Search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and

THAT the Chairman of the Board be authorized to appoint a replacement for any

member who may have resigned, such appointment to be made in consultation with the constituency of the member who has resigned.

5. Approval of “ideal candidate profile” for the Provost and Vice-Rector, Research

Upon motion duly moved and seconded (Lowy, Donaldson), it was unanimously RESOLVED:

R98-54 *THAT the “ideal candidate” profile for a Provost and Vice-Rector, Research, detailed in Board document BG-98-6-D44, be approved.*

6. Membership of Standing Committees of the Board

Mr. Groome noted that Ms. Lengvari had asked not to be on the Pension and Benefits Committees.

Upon motion duly moved and seconded (McNaughton, Goldfarb), it was unanimously RESOLVED:

R98-55 *THAT the membership of the Standing Committees of the Board of Governors set out in Board Document BG-98-6-D45 be approved as amended, with the understanding that the staff and student members will be submitted for approval by the Board at its next regular meeting.*

7. Approval of a Bond Issue

In answer to a question, Chief Financial Officer Larry English identified the interest rates on four retiring bond issues; he said the rate which would be applied to the new bond issue was still unknown. A Board member wanted to know if gains from favourable shifts in interest rates accrued to the University. Mr. Groome explained that neither gains nor losses affected the University's balance sheet.

Upon motion duly moved and seconded (Hanna, Lowy), it was unanimously RESOLVED:

R98-56 *THAT the Board of Governors authorize the University to borrow the sum of \$25 million by way of a bond issue, and mandate the Ministry of Finance to negotiate said bond issue, for and on behalf of the University, the whole as set out in Document BG-98-6-D46.*

8. Architectural liability waiver for newly engaged architect

The University Legal Counsel, Me Freedman, explained that the Quebec Order of Architects requires that architects carry professional liability insurance. Alternatively, if an architect's professional work involved only buildings intended for the exclusive use of their employer, a resolution adopted by the employer's board of directors stating that the employer would stand surety for the employee in case of any error or omission, was required. Me Freedman assured the Board that no obligation was implied regarding professional work not done for Concordia University.

Upon motion duly moved and seconded (Goldfarb, Pelland), it was unanimously

RESOLVED:

- R98-57 *THAT the resolution pursuant to the Regulation respecting compulsory contribution to the Professional Liability Fund of the Ordre des architectes du Québec, as set out in Document BG-98-6-D47, be approved.*

9. Reports on Concordia's compliance with certain legal obligations

9.1 Report on compliance with fiscal requirements

Chief Financial Officer Larry English reported that, upon review, he had concluded that appropriate procedures were being applied in the computation and remittance of taxes withheld from employees, employers' contributions, and GST and QST claims. He pointed out that the present report covered a six-month period, instead of the usual three months, because the June report was not heard due to a shortage of time. Mr. English specified that the University had complied with its statutory obligations: (i) in the area of employee and employer remittances under federal and provincial tax legislation, for the period from 1 March 1998 to 31 August 1998, inclusive; and (ii) as regarded the Federal Goods and Services Tax and the Québec Sales Tax, the University had claimed rebates (net of amounts payable) for the period from 1 February 1998 to 31 July 1998, inclusive.

The Chief Financial Officer stated that the University's procedures had ensured full compliance with statutory fiscal obligations.

9.2 Report on compliance with environmental legislation and health and safety regulations

Vice-Rector, Services, Charles Emond reported on the period beginning from the March 1998 report to the Board, as follows:

(i) Facilities Planning and Development would begin construction of a hazardous waste holding facility on the thirteenth floor of the Hall Building in the fall 1998. A new chemical storage room would be constructed in an adjacent location.

(ii) Removal of all designated fuel storage tanks, both above-ground and underground, had been completed.

(iii) Replacement of chillers in the Hall Building, using an environmentally acceptable refrigerant, had been completed. Control mechanisms for the cooling system would be installed in the coming months.

(iv) There were no problems to report in the area of radiation safety.

(v) Additional modifications to the emergency procedures for detection and control of ammonia leaks in the Concordia arena were found to be necessary, and had been undertaken.

(vi) Completion of Phase IV corrections, those addressing the last remaining deficiencies identified by the CSST in 1995, would be delayed with the agreement of the Visual Arts Department, the Central Advisory Health and Safety Committee and the CSST. The delay would enable Concordia to correct ventilation problems in the

photography laboratories and excessive heat on the fourth floor of the Hall Building. It was agreed that the Phase IV corrections are less urgent.

(vii) Concordia's claims performance continued to improve; the number of days lost to absences in 1997 was half that of 1996. Mr. Emond credited improved claims management and a return to work program introduced by Ms. Susan Magor, Director of Environmental Health and Safety.

(viii) Efforts were being made to integrate the maintenance of environmental health and safety into budget and funding planning processes. The loss of two professional employees from the area was a source of concern.

(ix) In the area of fire safety, delays in completing contract negotiations with service providers meant that no third-party inspections of alarm systems took place in 1997. This explained the majority of new citations received from the City of Montreal; Mr. Emond said work was in progress to address shortcomings.

(x) The first draft of an emergency response plan for the University had been distributed to key departments for input.

Mr. Emond told the Board that managers at all levels in the University must assume a greater degree of responsibility for the health and safety of their staff and of students under their supervision. He appealed to the administration to communicate this concern to management, and urged everyone to integrate these considerations into their normal workdays.

10. Progress report from the Advisory Search Committee for a Provost and Vice-Rector, Research

Dr. Lowy, Rector and Chair of the Advisory Search Committee for a Provost and Vice-Rector, Research, reported that the Committee had met twice. The position had been advertised in newspapers and academic publications, and he had written personally to the presidents and principals of universities across Canada to solicit applications and nominations. Dr. Lowy said it was the goal of the Committee to recommend a candidate before the end of the calendar year.

11. Progress report on the Capital Campaign

In the absence of Campaign Chair Ronald Corey, Divisional Chair Rick Renaud reported. Mr. Groome requested that the full report be appended to the Minutes.

12. Reports of the Standing Committees

12.1 Advancement Committee (8 June)

Advancement Committee Chair Richard Renaud reported on several subjects considered by the Advancement Committee.

(i) The results of a pilot mailing to raise funds for the Concordia Educational Loan Program results were well below those anticipated.

(ii) Mr. Graham Maisonneuve, the new Director of technical services to the Advancement Office, had reported on his evaluation of the Benefactor System. Mr. Maisonneuve demonstrated that, while interim measures would suffice for the present year, new staffing resources were needed to secure the system.

(iii) Director of University Advancement Chris Hyde and Registrar Lynne Prendergast would visit Hong Kong in October in connection with the Canadian Education Centre's "Studying in Canada" Fair. They would be meeting with members of the Hong Kong Alumni to discuss plans for a scholarship program for Hong Kong and People's Republic of China students to attend Concordia. A non-profit entity would likely be established in Hong Kong for this purpose.

(iv) The Investment Committee of the Concordia University Foundation is planning to restructure the Investment portfolio; investment management will be reviewed in the light of work done by the Pension Committee and its consultants, William M. Mercer.

(v) Plans for implementation of Donor Recognition programs to recognize gifts to the Capital Campaign and to revise Rector's Circle rules to recognize cumulative giving were discussed.

(vi) The Toronto Advancement Office would benefit from the recent move of Campaign staff member Christina Lebesis. With the assistance of Governor Brian Steck, it had become possible to open a Campaign Office in First Canadian Place to support Toronto volunteers.

(vii) Governor Hazel Mah had agreed to chair the Annual Giving Campaign for a second year. Budget Director, Irvin Dudeck had agreed to lead organization of the Concordia staff "Shuffle" once again. For 1998-99, the Alumni Division of Annual Giving would be folded into the Capital Campaign.

The Shuffle will take place on the Friday of Homecoming weekend, 25 September. Governors were strongly urged to participate and pledge generously.

(viii) Pledges and donations to the Capital Campaign, including verbal pledges, had reached \$45.2 million, 82.2% of the \$55 million goal. All divisions were active, including Leadership, Major Gifts, Special Gifts and Alumni and Friends Divisions -- the latter, headed by Governor Christine Lengvari and Mr. Peter McAuslan.

(ix) A report on alumni activities as heard, highlighting the program scheduled for Homecoming weekend. The program was receiving excellent publicity in the media.

(x) Vice-Rector Marcel Danis had announced his proposal, to the Rector's Cabinet, of the formation of a task force to review the Advancement and Alumni functions at Concordia, and to develop a vision and a plan for coming decade. The Task force, headed by Prof. Danis, would include members of the administration, the Board, and the external community, and report to the Advancement Committee.

12.2 Benefits and Pension Committees (10 June and 8 July)

Mr. Lawless reported that the Pension Committee heard the report of its sub-committee on management of the Pension Fund. Fund assets, valued at \$433 million, were

managed by five investment firms. The sub-committee's recommendation to discontinue Gryphon Investment Counsel, while retaining the other four managers, was accepted by the Committee. A new manager would be engaged to handle a portion, about \$22 million, of the portfolio previously managed by Gryphon.

Mr. Lawless said there was nothing to report for the Benefits Committee.

12.3 Budget Committee (5 June)

In the absence of Committee Chair Brian Neysmith, Vice-Chair George Hanna reported that the Budget Committee had good news to relay: the University's operating grant would be reduced by \$7 million instead of the forecast \$8.1 million. The projected deficit had been adjusted from \$5.3 million to \$3.7 million, with effect of reducing the projected annualized deficit from \$4.5 million to \$4.1 million.

12.4 Collective Bargaining Committee (9 June)

Committee Chair Marianne Donaldson summarized several successful negotiations. Three academic unions had signed collective agreements within the past six months - the Concordia University Faculty Association, the Concordia University Part-Time Faculty Association and the Concordia University Continuing Education Part-Time Faculty Union.

In addition, under the leadership of Vice-Rector Marcel Danis and Director of Academic Institutional Relations Joy Bennett, the Concordia University Professional Employees Union had reached an agreement.

12.5 Communications Committee (20 April)

Committee Chair Susan Woods reported on the meeting held on 20 April 1998, when the establishment of a new committee to coordinate the University's activities on the World Wide Web was announced; that group first met in February. The Concordia Home Page had been upgraded and made bilingual. Work was in progress on designing a template for Home Pages for the Rector's and the Vice-Rectors' offices. Ms. Woods told the Board that a program being developed for the Office of the Registrar would introduce an on-line registration system. Concordia, she said, would soon reclaim its former status as a leader among universities in the use and development of Internet technologies.

Ms. Woods reported, also, that the Public Relations department now had a French public relations officer dedicated to communications with the French-language media.

Finally, Ms. Woods announced with pleasure that three awards from the Canadian Council for the Advancement of Education (CCAE) were won by Alumni Affairs: the Distinguished Service Awards went to Ms. Ann Vroom, Director of Alumni Affairs; Ms. Gabrielle Korn was recognized at the Alumni Recognition Awards Banquet; and the Concordia University Magazine, edited by Mr. Howard Bokser, was awarded a bronze medal in its category.

13. Report of the Rector

Dr. Lowy, presented a comprehensive report on the state of affairs at Concordia. His remarks are summarized below.

- (i) The shrinking University budget remained of paramount concern, despite the fact

that significant savings had been achieved through early retirements and continuing efforts to increase revenues. The budget adopted in June 1998 had introduced an administrative fee to be charged to students starting in January 1999.

(ii) Enrolments for 1998-99 appeared promising despite predictions that overall Quebec university enrolments were declining. Both the Executive MBA and the Aviation MBA showed increased enrolments.

(iii) In the area of academic planning, Dr. Lowy was happy to report that some exceptional new faculty members had been hired. Concordia was experiencing difficulty retaining excellent faculty in certain disciplines for which higher salaries were offered in other provinces. Each Faculty had developed detailed and extensive development plans; many featured increased use of and participation in teaching information technologies. Dr. Lowy gave the example of the new Software Engineering program to be offered by the Faculty of Engineering and Computer Science.

The Faculty of Fine Arts' cinema program, recently named the Mel Hoppenheim School of Cinema, continued to produce enormously successful filmmakers. Concordia alumni, the Rector said, had won four awards at the recent Montreal International Film Festival.

(iv) Labour relations, under the direction of Vice-Rector Marcel Danis, had fared well during 1997-98. A new Human Resources and Employee Relations unit was being managed by Executive Director Valerie Gagnon.

(v) The long-range space plan would be discussed at the October meeting of the Board. The efficiency of the Services sector continued to improve and facilities at Loyola had been significantly upgraded during the summer months.

(vi) Concordia students were achieving success in several areas; the Rector named, among them, the Uniform Final Exams in Accountancy, the CASE competition in Commerce and Administration, French-language debating and women's hockey.

(vii) The University's public image continued to improve due, Dr. Lowy said, to the coordinated efforts of the Public Relations Department under the direction of Mr. Laurie Zack, and the Board Communications Committee headed by Governor Susan Woods.

(viii) Progressive cuts to personnel and budgets were wearing on University employees, who had demonstrated tremendous loyalty under very trying circumstances. Continuing demands to "do more with less" were taking a toll, and staff were tired.

(ix) The Rector advised that Concordia's rankings in the Maclean's survey were unlikely to show improvement over last year. The criteria used in Maclean's annual survey of Canadian universities had not changed and thus, Concordia's relative disadvantages which are created both by budgetary conditions in Quebec, and by Concordia's mission, that is, to offer affordable education to part-time students, would likely produce low rankings in certain categories in 1998. Dr. Lowy affirmed that the administration is nevertheless proud of Concordia's service to the community, and of the effective and creative financial management exercised under the present budgetary constraints.

Dr. Lowy expressed his gratitude to the members of the Board of Governors for their constant support and their energetic efforts on behalf of the University.

14. Reports of the Vice-Rectors

- 14.1 The Provost and Vice-Rector, Research, Dr. Lightstone, reported on the continuing academic planning process. The plan adopted by Senate in October 1997 incorporated more than one hundred specific recommendations of which, the Provost said, 35% to 40% had already been implemented. The process of curriculum renewal initiated during 1997-98 would be continued over the next two years.

Certain aspects of the plan having a more general nature had not yet been realized; these included the following: (i) a commitment to provide general education as a complement to disciplinary specializations, (ii) an examination of how Concordia might contribute more usefully to its graduates and to society, (iii) increased use of information technologies in pedagogy and in learning, and (iv) responding to opportunities presented by the training needs of professionals. New graduate certificate and diploma programs had been launched, but Concordia needed to continue its dialogue with industrial partners and public sector institutions to identify additional needs and opportunities.

Dr. Lightstone reported that about thirty-five new full-time tenure-track faculty had been hired; additional hires in the coming year would bring the University closer to the ideal ratio between full-and part-time faculty.

The Provost reported also that changes in the leadership of the *Commission des universités sur les programmes* (CUP) had led inevitably to changes in policy. Sadly, former Director Mr. Léonce Beaupré had passed away in late July. Concordia had to become better acquainted with CUP's new leaders, Mr. Michel Gervais as Director and Ms. Louise Dusseault-Letocha replacing Ms. Claire McNicoll as Secretary-General.

Dr. Lightstone said the present provincial government did not appear to understand that Quebec universities are operating at the very limits of their resources; certainly, it did not properly appreciate its responsibility for the universities' welfare.

- 14.2 Vice-Rector, Services, Charles Emond waived his remarks.
- 14.3 Vice-Rector, Institutional Relations and Secretary-General, Marcel Danis also waived his report, all aspects of which, he said, had already been covered.
- 14.4 Chief Financial Officer Larry English reported that changes from the budget adopted in June would be reported to the Board at its October meeting. The audit of the 1997-98 results was still underway, but would be presented for the approval of the Board in October.

Replacement of the Financial Information System was proceeding at a hectic pace in order to achieve full implementation by March 1998. The objective of the Financial Services Department was to have Concordia's major "year 2000" problems dealt with no later than June 1999.

Mr. English reported news from Quebec City, as follows: (i) out-of-province Canadian students' fees had been increased by \$10 per credit by the provincial government, bringing the per-credit tuition fee to \$50; (ii) the government had curtailed the opening of any new privatization initiatives without express written permission having been granted; and (iii) pursuant to the deregulation of foreign students' fees, the commitment that universities could retain the differential revenues received due to fee increases had been rescinded and no further fee increases would be permitted.

15. Correspondence

There was no correspondence.

16. Any other business

Mr. Renaud announced that the Concordia University team was the winner of the triathlon fundraising event for St. Mary's Hospital.

17. Date of next meeting

The Chairman informed Governors that the next regular meeting of the Board would be held at 8:00 a.m. on Wednesday, 21 October 1998, in Room GM 407-1, SGW Campus.

18. Adjournment

The meeting adjourned at 9:45 a.m.

Submitted by Amely Jurgenziemk, Secretary of the Board of Governors and Senate, for approval by the Board at its meeting of 21 October 1998